

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, DC 20314-1000

ER 5-1-13

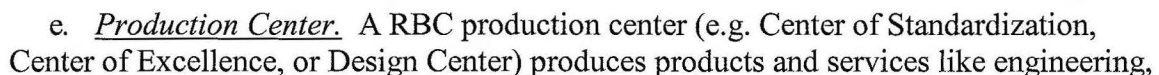
CERM-P

Regulation
No. ER 5-1-13

25 January 2008

Resource Management
U.S. ARMY CORPS OF ENGINEERS POLICY ON REGIONAL BUSINESS
CENTERS (RBCs)

1. Purpose. This regulation establishes the required structure and mission of each U.S. Army Corps of Engineers (USACE), Major Subordinate Command (MSC), and Headquarters (HQ); and describes how each MSC Commander will manage subordinate organizations via a regional business construct. The organizations that make up each region (collectively referred to as the Regional Business Center) include the MSC HQ, and its subordinate districts. Successful operation of the region necessitates regional interdependence augmented by technical support from other RBCs and USACE centers of expertise.
2. Applicability. This regulation applies to all HQUSACE elements and all USACE commands operating as components of a RBC. The RBC is the division headquarters, its subordinate districts, and USACE centers, where needed, acting together as a regional business entity. A detailed definition of a RBC is provided in paragraph 5.
3. Distribution. Approved for public release, distribution is unlimited.
4. References. Required and related publications are listed in Appendix A.
5. Definitions. The following definitions are pertinent.
 - a. Regional Business Center (RBC). The Regional Business Center (figure below) is a regional business construct that the division headquarters and its subordinate districts, and USACE centers [(ERDC, Centers of Expertise (CXs), Centers of Standardization (CoS), etc.)--where needed, act together to deliver products and services. The essence of the RBC is vertical and lateral integration of organizational capabilities (worldwide), the sharing of support and technical expertise, project management and project delivery services, to broaden and enhance the range of quality products within a region.



design, planning, and support services for delivery at the points of service. Production Centers are designated nationally and regionally.

6. Doctrine. USACE Commanding Generals (para 3a, 3c) directed Major Subordinate Commanders to establish RBCs in order to optimize resources, increase efficiency and effectiveness, and ensure consistent business practices. USACE MSC Commanders actualize USACE RBCs by ensuring the following eight policy components are implemented:

a. RBC Missions and Functions. A standard set of RBC and MSC mission and function statements are found in Appendix B. These mission and function statements were approved by the National Management Board (NMB) in December 2006, and waiver authority for deviations lies with the Deputy Commanding General, USACE.

b. RBC Organizational Standardization. The level of organizational standardization to support the effective operation of the RBC is found in the organizational chart in Appendix B. This organizational chart, approved by the NMB, defines the levels of organizational standards at MSCs. The waiver authority for deviations lies with the Deputy Commanding General, USACE.

c. RBC Governance. Standard regional governance charters guide the operation of RBCs. USACE established policy (5 July 2006) that RBC governance is to be conducted through five regional governance bodies: Regional Command Council (RCC), Regional Management Board (RMB), Regional Program Review Board (RPRB), Regional Program and Budget Advisory Committee (RPBAC) and the Regional Acquisition Strategy Board (RASB).

d. RBC Shared Resources. RBCs share technical and support resources to lower costs, increase efficiency, and insure future workforce capability. The establishment of regional and national support models by USACE provides standard approaches to the provision of many support products and services. As a minimum, the following four shared resource approaches are to be used by RBCs: *Regional Technical Center/Regional Technical Specialist*; *Regional Support Services* (e.g. Resource management and public affairs are shared regional resources); *National support services* (e.g. corporate information, logistics, Office of Equal Employment Opportunity, Internal Review, Human Resources, Counsel, Small Business Office and Contracting are shared national resources); and *Regional/National Centers* (e.g. Engineer Research and Development Center, Centers of Expertise (CXs), Centers of Standardization (CoS) provide shared technical support).

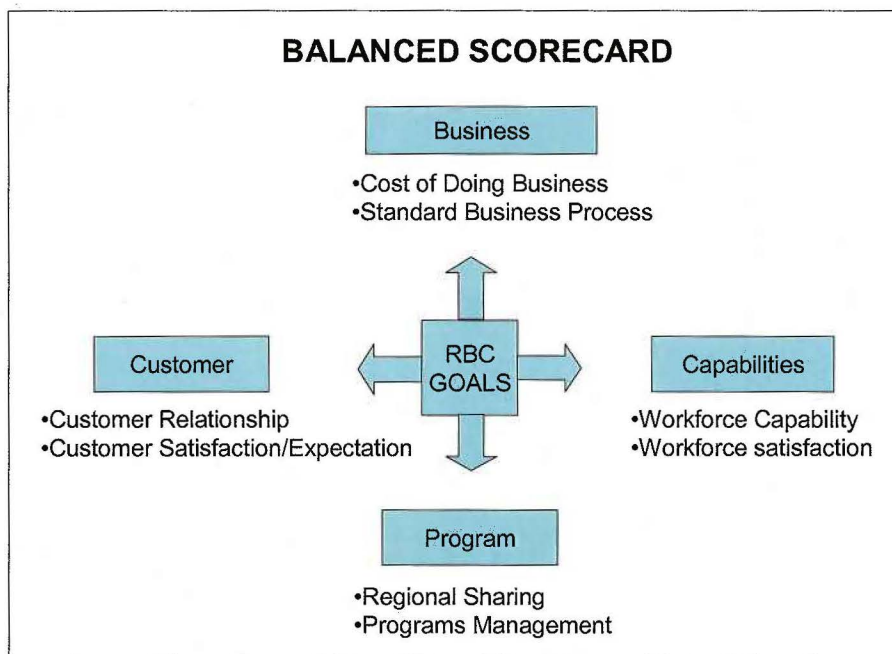
e. Regional Business Processes. The establishment of standard regional business processes is a key success factor to achieving an efficient RBC that lowers delivery time, and increases quality. RBCs use the following set of regional business processes in FY08 as standard RBC operating procedure: *Regional Workforce Planning [Project Management Business Process (PMBP) Regional Process 6000]*; *Regional Rates and Regional Operating Budget (PMBP Regional Process 6001)*; *Regional Acquisition Planning (PMBP Regional*

25 Jan 08

Process 6002; Regional Workload Planning (PMBP Regional Process 6003). The use of additional standard regional business processes is highly encouraged.

f. *RBC Best Practices.* A way of actualizing the Regional Business Center is by sharing best practices. Sharing best practices advances the collective state of USACE RBCs. The definition of best practices for the purposes of this policy is: those regional initiatives offered by RBC members when asked “what do you consider as your RBC best practice”. RBC best practices are shared with all regional boards and throughout the organization.

g. *RBC Metrics.* RBC metrics are used to measure success towards achieving the integrated goal of realizing more economic (cost), efficient (business process), and effective (customer satisfaction) business operations. Metrics also measure progress towards regionalization. RBC metrics are nested under a balanced, flexible, and expandable system, which is comprised of the major categories and components seen in the graphic below. Four RBC metrics are used in this ER as a “*start point*” which can be expanded upon for future use. These four metrics are found in Appendix D and are supported with various USACE databases.



h. *Shared Regional Data.* Another vital way of operating more efficiently is through the sharing of common data among elements of the RBC. Examples of these are regional acquisition databases, regional project management data, and local data marts.

25 Jan 08

7. Responsibilities/Procedures. The USACE Deputy Commanding General (DCG) as Director of the NMB has the responsibility for changes to and approval authority for exceptions to RBC policy.

a. The co-chairs of the National Management Board will:

(1) Maintain management and oversight responsibility for RBC policy in coordination with the Director, Resource Management, and HQUSACE.

(2) Submit to the DCG for approval, recommended adjustments to RBC policy, through the Director of Resource Management.

(3) Annually review (4th quarter meeting), RBC policy and metrics to determine progress towards RBC goals; make recommendation for adjustment to policy as needed.

b. Division Commanders through the Regional Management Board (RMB) members and RCC are responsible for:

(1) Implementing the doctrine defined above.

(2) Tabulating RBC metrics for presentation at 4th Quarter NMB meetings.

FOR THE COMMANDER:

5 Appendices

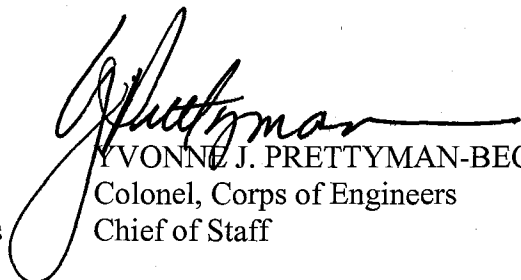
Appendix A - References

Appendix B - Missions and Functions

Appendix C - Standard Organization

Appendix D - RBC Metrics

Appendix E - Committee Charters



YVONNE J. PRETTYMAN-BECK
Colonel, Corps of Engineers
Chief of Staff

APPENDIX A

References

- a. USACE Memorandums, Regional Business Centers-Operating Guidance, CERM-P, 9 March 1998 and 2 May 2000.
- b. USACE EIG Inspection Report, Inspection of Regional Business Centers, CEIG, May 2000.
- c. USACE 2012 Report, Aligning the U.S. Army Corps of Engineers for Success in the 21st Century, October 2003
<http://www.hq.usace.army.mil/stakeholders/FinalRPT/Final%202012%20Main%20Report.doc>.
- d. USACE Engineer Inspector General Report, Inspection of Regional Business Management, February 2006.
- e. ER 5-1-11, dated 1 November 2006, USACE Business Process
<http://www.usace.army.mil/publications/eng-regs/er5-1-11/entire.pdf>.
- f. CECW-P Memorandum dated 2 December 2002, SUBJECT: Planning Excellence Programs, Submittal of Major Subordinate Commands Plan of Action.
- g. CESI Occasional Paper Series, USACE Regional Business Centers 2012-An Assessment, dated 13 February 2007.
- h. CECW-CE Memorandum dated 6 March 2006, SUBJECT: Realignment/Establishment of Centers of Standardization (COS), FY 06.
- i. CESI-P Memorandum dated 5 Jul 2006, SUBJECT: Regional Governance Bodies for USACE RBC.
- j. DAMO-FMP (71-32) Memorandum dated 30 June 04, SUBJECT: USACE 2012 Concept Plan.
- k. NMB Committee Charter, Regional Program and Budget Advisory Committee approved October 2007.
- l. CERM-P Memorandum dated 9 March 1998, SUBJECT: Regional Business Centers - Operating Guidance.
- m. ER 10-1-2, dated 31 October 1999, U.S. Army Corps of Engineers Division and District Offices <http://www.usace.army.mil/publications/eng-regs/er10-1-2/entire.pdf>.

ER 5-1-13

25 Jan 08

n. CERM-P Memorandum dated 26 April 2001, SUBJECT: RBC - Revised Operating Guidance.

APPENDIX B

Missions and Functions Mission Statement

The division is a MSC and RBC of the USACE. The division has Civil Works and Military missions. The Civil Works (CW) mission includes responsibility for the protection, management, and development of water resources in the watersheds within the RBC. The Military mission consists of military construction, installation support, reimbursable military work, environmental restoration programs, and interagency and international services (IIS) programs.

As a RBC, the division is responsible for five key missions of the RBC: regional business management (e.g. planning and management of regional civil works and military programs); strategic communication; regional relationship management; management of regional governance boards and committees [e.g. regional program and budget advisory committee (RPBAC)] and quality assurance.

Missions of the RBC include:

a. Investigating, planning, designing, constructing, operating and maintaining (with exceptions) water resource development projects authorized by the U.S. Congress. Project purposes include navigation, environmental restoration, flood damage reduction, hydroelectric power production, water supply, water quality control, stream bank and shoreline erosion control, fish and wildlife enhancement, forestry management, recreation and other authorized purposes; acquiring, managing, out-granting, inspecting and disposing of real estate related to such projects; and administering flood plain management services of the watersheds within the RBC.

b. Providing military support through the continued development and execution of planning, engineering, design, real estate and construction of Army, Air Force and other United States Government facilities, including Reserve, National Guard and Recruiting Command facilities and overseas facilities.

c. Conducting environmental remediation of contaminated areas on active and closing installations and formerly used defense sites, as well as providing engineering and environmental support for other non-DOD federal agencies.

d. Support Army installations with project managers forward and with engineering services through the management of the RBC Installation Checkbook.

e. Providing planning, engineering, real estate, environmental and construction services to other federal agencies, state and local governments and regional commissions upon request, assignment or pursuant to interagency agreement.

25 Jan 08

f. Administering and enforcing federal laws, regulations, executive orders and policies pertaining to development in or around navigable waters, flood control projects, military installations and related facilities.

g. Performing intra- and inter-regional coordination with other Federal and State agencies, and the National Weather Service for effective flood control and river forecasts pursuant to the Flood Control Act of December 1944, Section 7.

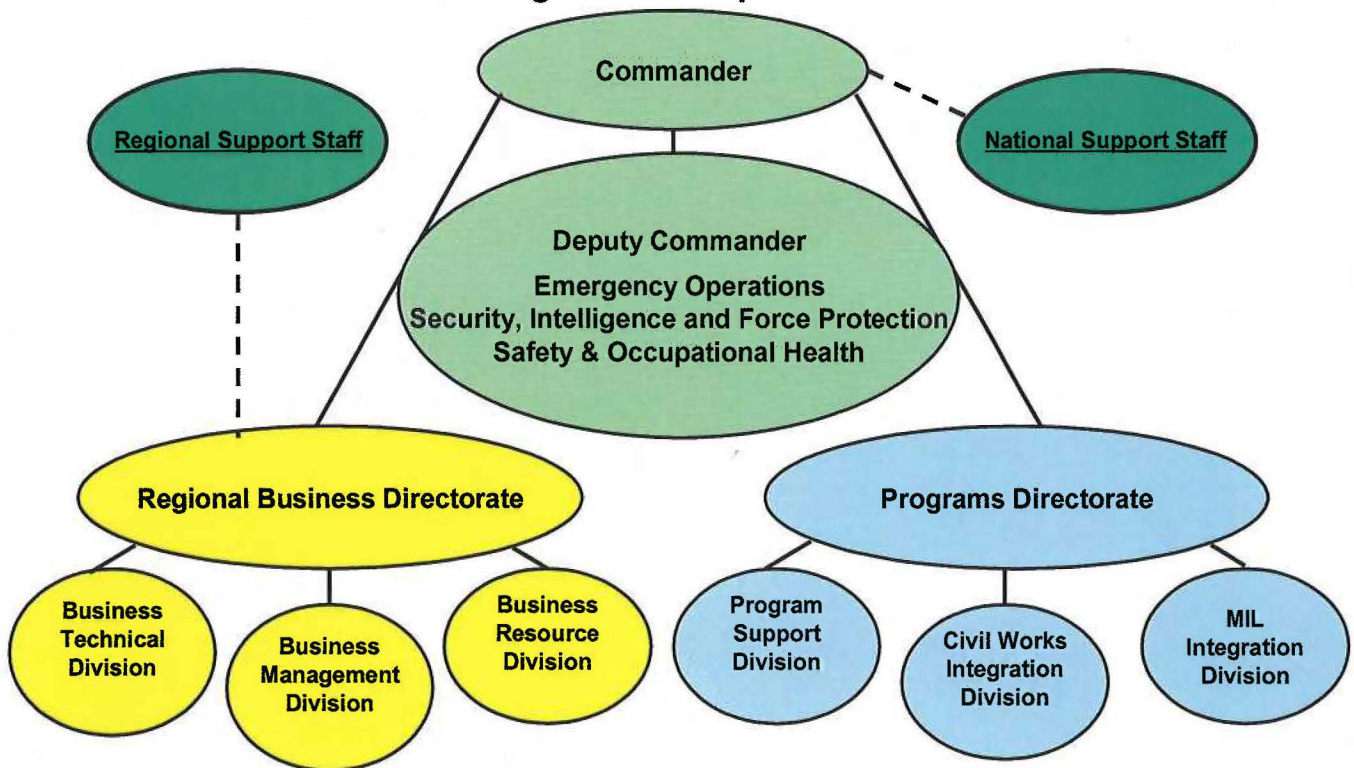
h. Executing response and recovery missions arising from natural disasters and mobilization support during national emergencies.

i. Training and fielding Outside the Continental United States regional support teams in support of military missions.

The RBC receives mission support from its affiliated Regional Integration Team (RIT) at HQUSACE in Washington, D.C.

ORGANIZATION DIAGRAM

XXD 2012 Regional Headquarters Structure



EXECUTIVE OFFICE

COMMANDER

Responsible for the management and oversight of the division and Regional Business Center (RBC).

- 1\ Provides command leadership and executive direction for the RBC which consists of all of the districts within its Area of Operation (AOR) as well as the division headquarters. Within the authorities delegated by the Chief of Engineers, assigns missions, assures program execution, allocates resources, establishes command policies and sets Division performance goals and expectations. Assures appropriate mission performance review and staff advisory services for district organizations.
2. Represents the division with outside organizations and agencies and provides regional interface for issues and concerns that transcend individual district boundaries. Represents the division's programs and schedules at Congressional testimony hearings. Represents the USACE and the division with international, federal, state and local units of government, the media and public interests, and other Corps agencies and non-government organizations concerned with water resources development and related land resources within the watersheds within the RBC, emergency response, military construction, Corps policy and support issues.
3. Directs district commands and manages the division office staff to assure primary missions and programs of the RBC are properly executed. Through direct supervision and leadership of various advisory and review boards, assures effective command and control of the division, basin wide program management, regional interface, and quality assurance. Conducts a variety of regularly scheduled performance reviews to assure mission and program execution, quality of division products and services, to emphasize command objectives and priorities, and to set and adjust overall strategic direction. Provides stewardship of division resources and ensures necessary management controls are in place and operating throughout the division to safeguard resources and to assure effective and efficient use.

DEPUTY COMMANDER

Assists and acts for the Commander in the management and oversight of the division and RBC. Directly oversees the division's programs for security, intelligence and force protection, emergency operations, and safety and occupational health.

REGIONAL BUSINESS DIRECTORATE

1. Provides Regional corporate business operations and management of the RBC and the RMB. Leads liaison efforts between the RMB and Communities of Practice synchronizing activities with a particular focus on regional issues. Performs strategic evaluations of resource allocation proposals and develops recommendations for the division Commander. Leads strategic planning initiatives; monitors and coordinates implementation of HQUSACE Strategic Planning Initiatives. Establishes overall strategic direction for outreach activities in concert with the RCC and the RMB. Develops, implements and maintains a regional outreach plan throughout the RBC. Provides policy guidance, coordination, and oversees execution of assigned program missions.
2. Provides overall direction and staff management of the engineering and related technical services, construction, and value engineering programs of the division. Provides authoritative technical assistance to district action officers in resolving complex or conflicting technical and policy issues addressing current execution. Executes quality assurance functions for the division's products and services. Initiates special studies and projects to improve or maintain overall technical quality and consistency. Provides leadership to multi-disciplinary teams of the division assuring quality products and services throughout the RBC.
3. Provides technical interface with other regional federal offices and non-federal entities within the division. Influences policy development and decisions through coordination with HQUSACE and districts.
4. Establishes and maintains quality assurance oversight to assure delivery of quality products and services which are customer-focused. Performs quality assurance audits of all programs discussed in paragraph 1 above and budget documentation and program budget databases. Provides guidance to districts for implementation of planning quality control processes and audits the quality of district products and responsiveness to area and customer needs. Serves as technical advisor to districts, mediating and resolving technical and policy issues. Monitors districts' technical capability to execute programs, mentors district team members, and provides opportunities for professional development to district team members.
5. Performs quality assurance audits of budget documentation and budget databases for engineering and construction programs. Assures project funding requirements are consistent with budgetary funding guidelines, constraints, and policy. Assures district program and project execution schedules are reviewed for consistency and realism prior to committing to fiscal performance execution goals. Assures quality of district developed system and project plans.

PROGRAMS DIRECTORATE

1. Provides overall direction and staff management of the Civil Works, Planning and Policy, Military Construction, Hazardous, Toxic and Radioactive Waste (HTRW), IIS,

25 Jan 08

Real Estate and Regulatory Programs and operation and maintenance of CW projects in the division. Supports preparation for Congressional Testimony. Exercises program leadership and direction for navigation, regulatory, hydropower, natural resource management, recreation management and flood damage reduction activities throughout the RBC. Establishes procedures, ensures continuity and coordinates resolution of programs and project management activities and issues among districts and divisions. Administers the Regulatory Administrative Appeal Program. Interprets, disseminates, and implements program/project management policy and program budget guidance.

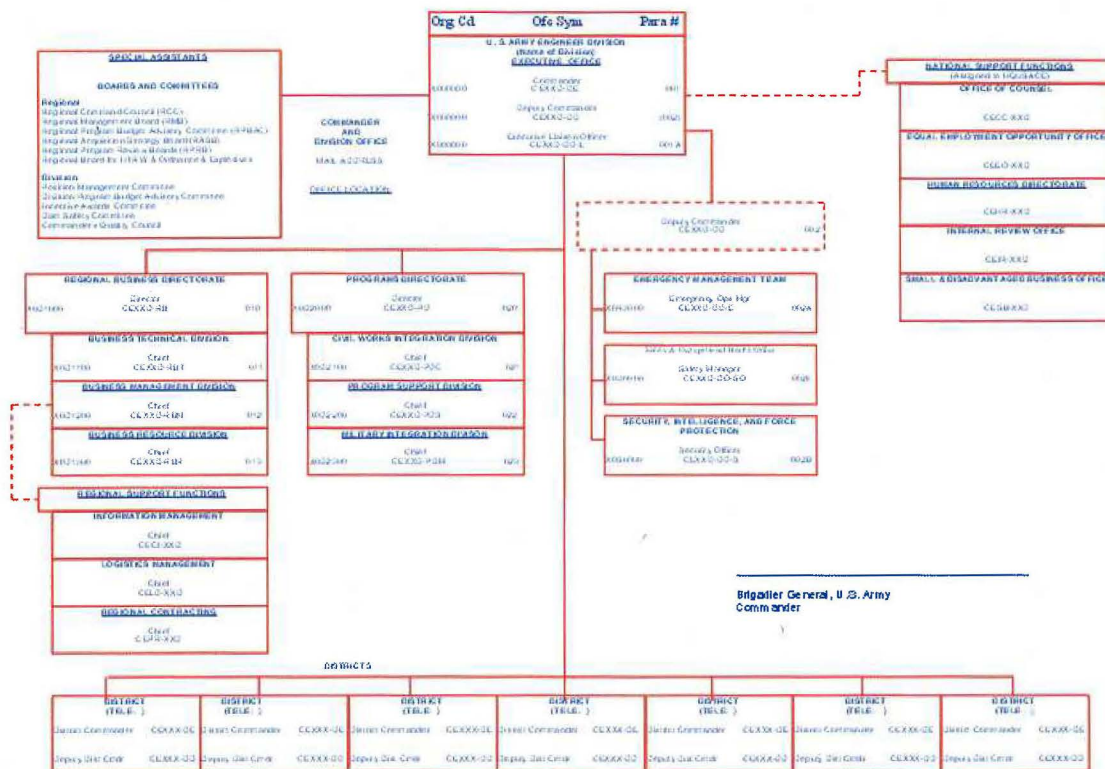
2. Serves as principal contact with Congressional committees, members of Congress, state governors, and regional and local agencies. Provides regional representation to assure coordination, partnering, and mediation with appropriate federal and state agencies, project partners, and environmental interests. Develops and maintains relationships with strategic customers and allies. Serves as regional point of contact for IIS activities. Responsible for regional interface with all military commands and customers and designated federal agencies.

3. Assures execution of all CW planning activities, regulatory, real estate, HTRW, support for others (SFO), military construction programs, engineering and Civil Works projects. Leads tactical planning for the division, recommends division priorities, gives formal and informal direction to districts and integrates the results of these activities into each district's planning program. Develops and provides direction for new work initiatives and makes recommendations to HQUSACE in these areas. Advises HQUSACE on regional trends, needs, and interests. Develops or reviews legislative proposals which are regional or national in scope. Coordinates district activities, which are of regional interest and benefit. Provides leadership for regional outreach activities. Performs program management for CW activities and develops and defends the division's CW budget. Prepares the division Commander for Congressional testimony. Manages regional program execution for CW programs. Coordinates and conducts the Division Program Review Boards (PRB) (CW, Military Construction, HTRW and IIS) including management of all resulting command directive actions. Coordinates and consolidates the division's ten-year CW Program. Coordinates and maintains program information databases to P2 and network analysis systems. Assures program funding requirements are consistent with program budgetary funding guidelines, constraints, and policy. Assures district program and project execution schedules are reviewed for consistency and realism prior to committing to fiscal performance execution goals.

4. Establishes procedures, ensures continuity and coordinates resolution of intra-district and inter-division programs and project management activities and issues. Interprets, disseminates, and implements program/project management policy and budget guidance for programs discussed in paragraph 1 above.

APPENDIX C

MSC Organizational Levels of Standardization



APPENDIX D

RBC Metrics

RBC Metric 1: Regional Total Labor Multiplier (TLM) rate.

Financial Category-Cost of Doing Business Component.

RBC Goal: Maximize efficiency of operations.

Metric Owner: Regional Chief Financial Officer (CFO).

Metric Definition: TLM is a ratio of the number of direct labor hours required to recoup the organizations labor cost, fringe benefits, and overhead expenses.

Data Source: Corps of Engineers Financial Management System (CEFMS).

When and where will Metric be Reviewed & Reported: NMB, RCC, and RMB; at a minimum annually.

Remarks:

- a. While some RBCs may currently be reviewing this or similar metrics at the RPBAC or other forums, we suggest this metric is now most appropriately reviewed at the RMB.
- b. Consolidated TLM provides the most comprehensive and visible measure of total cost passed on to customer.
- c. The group also examined the rates below as an alternative method of measuring cost.
- d. The Cost of Doing Business metric is to provide a financial basis for decision making. The goal is to successfully manage resources and thereby keep all business indicators within their acceptable range.
- e. This metric helps the RBC to better manage resources, ensure affordability and improve financial analysis capabilities.
- f. Continue to monitor the business indicators and make business decisions accordingly.

RBC Metric 2: Customer Expectations.

Customer Category-Customer Satisfaction/Expectation Component.

RBC Goal: Raising customer satisfaction levels.

Metric Owner: Project and Program Management Division.

Metric Definition: The success of meeting customer expectations is measured via our success in meeting schedules to execute Project Cooperation Agreements (PCA), award construction contracts and complete construction.

Data Source: P2

When and where will Metric be Reviewed & Reported: NMB, RCC, and RMB; at a minimum, semi-annually.

Remarks: Customer Satisfaction Surveys are sufficiently mature to measure vertically and horizontally at the regional level. Ratings are determined as follows:

a. PCA Execution

(1) Description: Scheduled PCA's executed vs. Actual PCA's executed for reporting period

(2) Ratings: Green= 90% and above; Amber=75%-89%; Red=Below 75%

(3) Source: Data collected & reported by each district from P2 database

b. Construction Completion

(1) Description: Scheduled completions vs. Actual completions for reporting period

(2) Ratings: Green= 90% and above; Amber=75%-89%; Red=Below 75%

(3) Source: Data collected & reported by each district from P2 database

c. Contract Awards

(1) Description: Contract Awards Scheduled vs. Actual for reporting period (construction and maintenance)

(2) Ratings: Green: Between 95-105% (no more than 5% +/-); Amber=N/A; Red=Deviation more than 5%, under or over

(3) Source: Data collected & reported by each district from P2 database
Overall Regional Rating:

- (a) Green=5 Green districts
- (b) Amber=4 Green districts
- (c) Red=3 or less Green districts

RBC Metric 3: Execution of Regional Project Management Business Process (PMBP) Processes (6000 – 6003).

Business Process Category-Standard Business Process Component.

RBC Goal: Raising project quality by using standard business processes.

Metric Owner: Director of Regional Business.

Metric Definitions:

a. Process 6003 = Does the MSC provide guidance to Districts that indicate “three year workload projections” for the:

- | | |
|--------------------------------|--------|
| (1) Military Program? | Yes/no |
| (2) Civil Works Program? | Yes/no |
| (3) Environmental/IIS Program? | Yes/no |

b. Process 6002 = Does the MSC have in place a Contract Acquisition Strategy for the:

- | | |
|--------------------------------|--------|
| (1) Military Program? | Yes/no |
| (2) Civil Works Program? | Yes/no |
| (3) Environmental/IIS Program? | Yes/no |

25 Jan 08

c. Process 6000 = Does the MSC utilize P2 to justify manpower requirements to support the three year workload projections for the:

(1) Military Program? Yes/no

(2) Civil Works Program? Yes/no

(3) Environmental/IIS Program? Yes/no

d. Process 6000 = Does the MSC create a “projected three year outlook” Integrated Manning Document that indicates the manpower needed to support the “projected three year workload outlook” identified in Process 6003. Yes/no

e. Process 6001 = Did the MSC provide their CY Operating Budget Submittal to USACE on time? Yes/no; Product delivered to USACE is the Operating Budget Submittal.

Data Source: Regional Business Management Division/Resource Division.

When and where will Metric be Reviewed & Reported: NMB, RCC, and RMB; at a minimum annually.

Remarks:

a. The ability to answer “Yes” to all of these questions is the goal; additional steps need to occur to reach this objective; currently some efforts within the PMBP processes yield specific products needed at the national level while others don’t.

b. A metric assumption is that with ‘standardized implementation of the four primary PMBP processes we will become more effective and efficient in our mission execution.

RBC Metric 4: Consolidated Departmental Overhead (CDO) Organizations Workload Management.

Business Process Category-Regional Sharing Component.

RBC Goal: Raising project quality by bringing the total resources of region to bear on a customer’s project.

Metric Owner: Regional Resource Management Division.

Metric Definition: Total workload dollars out to other Corps from CDO organizations divided by total program dollars for CDO Organizations. The CDO Organizations include Contracting, E&C, Planning, Real Estate, and Program/Project Management.

Data Source: CEFMS.

When and where will Metric be reviewed: NMB, RCC, and RMB; at a minimum annually.

Remarks:

This does not include the value of private contract dollars.

a. The Mississippi Valley Division (MVD) Regional Program Review Board (RPRB) metric, which is the basis for metric described above, views each district individually and measures work in AND work out for each district. For a RBC snapshot, the recommendation is to measure work out only.

b. For this metric, “work out” is defined as only work between districts within the region, not work going out to another region.

c. Another complementary metric for CRRO organizations could be used.

d. Future consideration should be given to a metric focusing on incoming dollars.

e. A national view would provides opportunity to ‘drill down’:

(1) National metric = distribution of resources across the nation at one level.

(2) Regional metric = distribution of resources across each region at the next lower level.

(3) District metric = distribution of resources across various divisions (O&M, E&C, PPMD) within a district at the lowest level.

(4) With “drilling down” this provides us with the analytical flexibility to determine whether or not it is cheaper to utilize ‘regional workforces’ versus those at the home district and what potential type projects are better suited for ‘regionalization’ than others... “if” we end up getting mature enough with this metric to actually have the capability of ‘pulling the data’ by project type in P2.

APPENDIX E

Regional Governance Charters

COMMITTEE CHARTER REGIONAL COMMAND COUNCIL XX DIVISION

1. NAME OF COMMITTEE. Regional Command Council (RCC)
2. AUTHORITY.
3. DATE ESTABLISHED. 27 February 1998.
4. CATEGORY AND TYPE OF COMMITTEE. The RCC is a continuing, intra-XX Division (XXD), command committee.
5. PURPOSE. The RCC serves as the guiding corporate body of the XX division. The RCC is the primary forum for making regional decisions that require region-wide Command-level attention and participation. The RCC will:
 - a. Meet on a systemic basis to engage in strategic dialogue and further regional corporate learning and understanding of major issues.
 - b. Discuss these major regional corporate issues to identify and agree upon critical factors and their impacts on the organization.
 - c. Review and decide on robust strategic options for addressing the major regional corporate issues. Strategic plans approved by the RCC are implemented directly by the RCC or through the RMB and/or districts.
 - d. Assess and evaluate regional performance, including progress toward the Vision, by program, and by functional area.
6. BOARD COMPOSITION.
Members: (May be supplemented at Commander's discretion)

Chair	MSC Commander
Vice Chair	Regional Business Director
Member	Regional Programs Director, Regional Integration Team Leader, District Commanders

Subject and Knowledge matter experts may be asked to attend.

25 Jan 08

7. DIRECTION AND CONTROL. The Division Commander will exercise overall direction and control of the RCC.

8. OPERATION AND ADMINISTRATION.

a. Meeting Schedule and Agenda.

(1) All RCC activities will be performed within available resources.

(2) The RCC will meet quarterly or at the call of the Chairman. Meetings will generally take place after the completion of the RPRB and RMB. In consultation with members, the Chairman will develop the agenda, schedule the time, and identify the location of each meeting.

(3) Any RCC member may request a special meeting. The request must be in writing to the Chairman and must address the proposed topics and the urgency that dictates a special meeting.

(4) Members are required to attend all meetings. If for extenuating or compelling reasons a member is unable to attend, he/she should coordinate with the Chairman prior to the meeting to designate an alternate.

(5) The Chairman may invite other division and district staff members to participate in discussion, as needed.

b. Decisions. Decisions required of the RCC should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, RCC deliberations will not be discussed outside the RCC. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes signed-off by the Chair and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate proponent office for action

c. Meeting Minutes. The Executive Secretary will record the minutes and publish a record of the meeting. The minutes will include the meeting objectives and topics, significant points discussed all dissenting opinions, recommendations and other actions and tasking, along with the responsible party and a suspense date for completion. The draft minutes will be sent via email to all board members in a timely manner after the meeting. Approval of minutes will be accomplished by the Chair upon consideration of any comments submitted virtually by members. The record of each meeting will be posted appropriately.

9. COMMUNICATIONS. Communications with the RCC will be by written, telephonic, or electronic means and may be directed to the Chairman or through any member to the Chairman.

10. RESOURCES. The cost of attending the RCC meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for MSC personnel. Where possible, the use of technology (e.g. Video Teleconference (VTC), NetMeeting, etc.) is highly encouraged.

COMMITTEE CHARTER
REGIONAL MANGEMENT BOARD
XX DIVISION

1. NAME OF COMMITTEE. Regional Management Board (RMB)
2. AUTHORITY. ER 5-1-11.
3. DATE ESTABLISHED. 27 February 1998.
4. CATEGORY AND TYPE OF COMMITTEE. The RMB is a continuing, intra-XX Division (XXD), command committee.
5. PURPOSE AND STRUCTURE. The RMB will have responsibilities for managing coordination within the RBC on regional and operational matters, cross talk between individual districts and functions, and seek greater regional effectiveness. It has the responsibility and authority to decide on workload and workforce management and adjustments, on standard business practices and organizations within the RBC (and across districts), and on other common regional business issues. Its decision becomes RBC policy unless vetoed by the RCC. Its chair is the Director of Regional Business, with the Director of Programs as the Vice-Chair.
6. BOARD COMPOSITION.
Members: (May be supplemented at Chair's discretion)

Chair	Regional Business Director
Vice Chair	Regional Programs Director
Members	Regional Resource Manager, District Deputies for Program Management (4-7 total depending on number of subordinate districts), Regional Integration Team representative

Partners and stakeholders will be encouraged to participate as deemed appropriate. During the course of the RMB other members may be invited to participate depending on the subject matter being presented.

7. MISSION, AUTHORITIES, ROLES, AND RESPONSIBILITIES.
 - a. Mission. Serve as the Regional Management Board for the respective Regional Business Center within the U.S. Army Corps of Engineers. The RMB are strategic business forums that focus on internal policies, processes and procedures that influence the way the RBC conducts its business and delivers its products and services in a regional and consistent manner of high quality. The RMB scope crosses functional lines and district boundaries, and addresses at the regional level many of the issues faced by the NMB at the national level.

b. Authorities. The RMB has decision authority to formulate and implement initiatives for business and/or technical policies, procedures and processes that do not require RPBAC resourcing, or those of a highly sensitive an/or political nature (i.e. of concern to Congress, the Department of Defense, the public, unions, etc.), the RMB provides recommendations to the Division Commander and to the RCC.

c. Roles. As the regional technical and business subject matter experts, the RMB shares, evaluates and plans implementation of best practice initiatives across the division, and provides oversight of strategic initiative implementation. The RMB also recommends strategic initiatives that are outside of their decision authority, and ensures consistent implementation of strategies across the division.

d. Responsibilities.

(1) As an agent of the Division Commander and the Regional Command Council, the RMB is a regional forum with cross functional applications whose focus is to address and resolve, within its capacity, regional issues. It is a venue for sharing best business practices and policies. It will further ensure that all initiatives considered are important to the division, and are sensible, practical, process-driven and consistently applied. The RMB shall also:

(a) Analyze and implement strategic plans/processes to optimize use of regional and district resources.

(b) Identify and recommend optimal business practices and initiatives to improve efficiencies, enhance delivery of products and services, and maximize customer satisfaction.

(c) Develop, implement and evaluate strategic performance measures to assess mission accomplishment and make recommendations for continual improvement.

(d) Evaluate regional and district progress and performance as related to achieving goals and objectives of the USACE Campaign Plan and the South Pacific Division Campaign Plan.

(2) The RMB may accomplish its work partially through the use of ad-hoc teams of subject matter and knowledge experts for specific initiatives.

(3) RMB members are expected to act and operate corporately. Although RMB members should identify and present functional/district interests or issues, they should participate in resolving issues and problems using a regional perspective. RMB members are also responsible for represent the whole of the constituencies, assuring consistent communications and requesting input for deliberation of the board.

25 Jan 08

8. DIRECTION AND CONTROL. The Commander, XX division, will exercise overall direction and control of the RMB. The Director, Regional Business Directorate, as Chairman of the RMB will direct and control all routine RMB activities.

9. OPERATION AND ADMINISTRATION.

a. Meeting Schedule. The RMB will meet on a systematic and regular basis.

b. Decisions. Decisions and / or recommendations required of the RMB should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, RMB deliberations will not be discussed outside the RMB. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting, minutes signed-off by the Chair and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate proponent office for action. Recommendations of the RMB will also be documented in the minutes and sent forward to the RMB and RCC as appropriate.

c. Meeting Minutes. A secretary or designated appointee will record the minutes and publish a record of the meeting. The minutes will include the meeting objectives and topics, significant points discussed all dissenting opinions, recommendations and other actions and tasking, along with the responsible party and a suspense date for completion. The draft minutes will be sent via email to all board members in a timely manner after the meeting. Approval of minutes will be accomplished by the Chair upon consideration of any comments submitted virtually by members. The record of each meeting will be posted appropriately.

10. COMMUNICATIONS. Communications with the RMB will be by written, telephonic, or electronic means and may be directed to the Chairman or through any member to the Chairman. RMB members are responsible for keeping Commanders informed on all actions of the committee, soliciting and providing input on topics to be discussed, and after meetings to convey decisions and/or other pertinent information.

11. RESOURCES. The cost of attending the RMB meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for MSC personnel. Where possible, the use of technology (e.g. Video Teleconference, NetMeeting, etc) is highly encouraged.

COMMITTEE CHARTER
REGIONAL PROGRAM REVIEW BOARD
XXXX DIVISION

1. NAME OF COMMITTEE. Regional Program Review Board (RPRB).
2. AUTHORITY. ER 5-1-11.
3. DATE ESTABLISHED. 27 February 1998.
4. CATEGORY AND TYPE OF COMMITTEE. The RPRB is a continuing, intra-XXXX Division (XXD), command committee.
5. PURPOSE AND STRUCTURE. The purpose of the RPRB is to review the Civil Works and Military programs and projects, provide current year workload management and advise the Division Commander on issues that have a regional impact. The Director, Programs Directorate, as Chairman of the RPRB will direct and control all routine RPRB activities.

6. BOARD COMPOSITION.

Members: (May be supplemented at Chair's discretion)

Chair	Programs Director
Members	Regional Business Director, District Deputies for Program Management (4-7, depending on number of subordinate districts), RIT Representative

Partners and stakeholders will be encouraged to participate as deemed appropriate. During the course of the RPRB other members of the RBC staff may be invited to participate depending on the subject matter being presented.

7. MISSION, AUTHORITIES, ROLES, AND RESPONSIBILITIES.

a. Mission. Serve as the Regional Program Review Board for the respective Regional Business Center within the U.S. Army Corps of Engineers. The RPRBs are business forums that focus on adapting effective, efficient, and consistent business practices that deliver quality products and services in a timely manner to its customers.

b. Authorities. The RPRB has decision authority to formulate and implement initiatives concerning mission development and execution across the region, except those requiring RMB and RCC approval. The RPRB provides recommendations to the RMB, RCC and the Division Commander.

25 Jan 08

c. Roles. As the regional Programs and Projects subject matter experts, each RPRB shares, evaluates, and plans implementation of workload best practices across the region, and provides oversight of the overall program performance.

d. Responsibilities.

(1) Act as advisory board and share information on current year mission development and execution across the region.

(2) Provide linkage and synchronization among other regional forums (RPBAC and RMB).

(3) Manage regional performance metrics and overall program performance.

(4) Share successful strategies for mission execution and identifying challenges affecting mission execution to be resolved by other regional forums.

8. DIRECTION AND CONTROL. The Commander, XXXX Division, will exercise overall direction and control of the RPRB. The Director, Programs Directorate, as Chairman of the RPRB will direct and control all routine RPRB activities.

9. OPERATION AND ADMINISTRATION.

a. Meeting Schedule and Agenda.

(1) All RPRB activities will be performed within available resources.

(2) The RPRB will meet quarterly or at the call of the Chairman. Meetings will generally take place concurrently with the Regional Management Board meeting. In consultation with members, the Chairman will develop the agenda, schedule the time, and identify the location of each meeting.

(3) Any RPRB member may request a special meeting. The request must be in writing to the Chairman and must address the proposed topics and the urgency that dictates a special meeting.

(4) CEXXD-PD will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead information, handout materials, and record of the meeting. CEXXD-PD will poll the membership for agenda topics, type of presentation (e.g., decision briefing, information briefing, or round table discussion, etc.), method of presentation (e.g., PowerPoint, talking paper, or handouts), discussion leader, and time.

(5) Members are required to attend all meetings. If for extenuating or compelling reasons a member is unable to attend, he/she should coordinate with the Chairman prior to the meeting to designate an alternate.

(6) The Chairman may invite other division and district staff members to participate in discussion, as needed.

a. **Decisions.** Decisions and / or recommendations required of the RPRB should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, RPRB deliberations will not be discussed outside the RPRB. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes signed-off by the Chair and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate proponent office for action. Recommendations of the RPRB will also be documented in the minutes and sent forward to the RMB and RCC as appropriate.

b. **Meeting Minutes.** The executive Secretary will record the minutes and publish a record of the meeting. The minutes will include the meeting objectives and topics, significant points discussed all dissenting opinions, recommendations and other actions and tasking, along with the responsible party and a suspense date for completion. The draft minutes will be sent via email to all board members in a timely manner after the meeting. Approval of minutes will be accomplished by the Chair upon consideration of any comments submitted virtually by members. The record of each meeting will be posted appropriately.

10. **COMMUNICATIONS.** Communications with the RPRB will be by written, telephonic, or electronic means and may be directed to the Chairman or through any member to the Chairman. RPRB members are responsible for keeping Commanders informed on all actions of the committee, soliciting and providing input on topics to be discussed, and after meetings to convey decisions and/or other pertinent information.

11. **RESOURCES.** The cost of attending the RPRB meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for MSC personnel. Where possible, the use of technology (e.g. VTC, NetMeeting, etc) is highly encouraged.

COMMITTEE CHARTER
REGIONAL PROGRAM and BUDGET ADVISORY COMMITTEE
XXXX DIVISION

1. NAME OF COMMITTEE. Regional Program and Budget Advisory Committee (RPBAC)
2. AUTHORITY. ER 37-1-24 and MSC Regulation No. (if applicable)
3. DATE ESTABLISHED. Month and Year
4. CATEGORY AND TYPE OF COMMITTEE. The RPBAC is a continuing, intra-XXXX Division (XXD), command committee.
5. PURPOSE AND STRUCTURE. The RPBAC is the backbone/vehicle for setting appropriate rates, establishing affordable and appropriate objective organizations, and operating within those parameters. The RPBAC provides a forum to arrive at regional solutions to fiscal challenges and ensures the Regional Business Center (RBC) operates as a single regional business entity. The Director, Regional Business Directorate, as Chair of the RPBAC, will direct and control all routine RPBAC activities. The Chief, Business Resource Division will serve as the Vice-Chair.
6. BOARD COMPOSITION.
Members: (May be supplemented at Commander's discretion)
 - Chair Director, Regional Business Directorate
 - Vice Chair Chief, Business Resource Division, Directorate of Regional Business
 - Members District Resource Management Officers (4-7total, depending on number of subordinate districts)
Representatives from Programs and Technical Offices

Subject matter and knowledge experts may be invited to participate, either in person or virtually. To minimize expenses, briefings should be provided virtually where possible.

7. MISSION, AUTHORITIES, ROLES, AND RESPONSIBILITIES

a. Mission. Serve as the RPBAC for the respective RBCs within the U.S. Army Corps of Engineers. The RPBACs are resource business forums that focus on the development and issuance of planning, programming and operating budget execution guidance; and align regional budget formulation with strategic objectives.

Authorities. Each RPBAC has decision authority to formulate and implement initiatives for resource business and/or fiscal policies, procedures, and processes. For those issues that are highly sensitive and/or political in nature, the RPBAC provides recommendations to the RMB and/or to the Division Commander and the RCC.

b. Roles. As the regional financial subject matter experts, each RPBAC shares, evaluates and plans implementation of best practices across its respective region and provides oversight of initiative implementation.

c. Responsibilities.

(1) Establish and approve annual regional budget guidance.

(2) Develop and approve or submit the regional operating budget to the Division Commander for approval.

(3) Develop budgetary, finance and accounting, manpower and business standards for the RBC.

(4) Synchronize the budget with achievement of regional objectives measured by performance metrics.

(5) Review and provide oversight of:

(a) Regional account balances and associated rates

(b) Budget execution by Revolving Fund cost pools (CDOH, OPS, Reg, EM, G and A, Plants and Facilities), and by element of expense (ex: labor, travel, contracts, etc.). Budget execution within cost pool or within element of expense by district will be provided as necessary.

(c) Manpower utilization and adjustments to match workload and programs; and direct and indirect labor ratios.

(d) Internal un-financed requirements

(e) Cost of Doing Business factors.

(f) Changes to Regional Operating Budget at Midyear Review and other times as required.

(g) Account balances and rates to include the facility account distribution balances and the leave account.

8. **DIRECTION AND CONTROL.** The respective Division Commander will exercise overall direction and control of the RPBAC. Routine RPBAC business will be directed and controlled by the Chair.

9. **OPERATION AND ADMINISTRATION.**

a. **Meeting Schedule and Agenda.**

(1) The RPBAC will meet at least quarterly or at the call of the Chair. In consultation with members, the Chair will develop the agenda, schedule the time, and identify the location of each meeting. The Executive Secretary will publish a meeting agenda identifying meeting objectives and topics for each meeting at least one week prior to the scheduled date. Read-ahead materials for agenda items will be provided at least five days in advance.

(2) Any RPBAC member may request a special meeting. The request must be in writing to the Chair and must address the proposed topics and the urgency that dictates a special meeting.

(3) CEXXD-BRD will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead information, handout materials, and record of the meeting. CEXXD-BRD will poll the membership for agenda topics, type of presentation (e.g., decision briefing, information briefing, or round table discussion, etc.), method of presentation (e.g., PowerPoint, talking paper, or handouts), discussion leader, and time.

(4) Members are required to attend all meetings. If for extenuating or compelling reasons a member is unable to attend, he/she should coordinate with the Chair prior to the meeting to designate an alternate.

(5) The Chair may invite other division and district staff members to participate in discussion, as needed.

b. **Decisions.** Decisions and / or recommendations required of the RPBAC should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, RPBAC deliberations will not be discussed outside the RPBAC. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes signed-off by the Chair and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate

proponent office for action. Recommendations of the RPBAC will also be documented in the minutes and sent forward to the RMB and RCC as appropriate.

c. Meeting Minutes. The Executive Secretary will record the minutes and publish a record of the meeting. The minutes will include the objectives, attendees, topics, and significant points discussed, actions taken, recommendations and decisions made, and taskings along with the responsible party and a suspense date for completion. The draft minutes will be distributed in a timely manner and coordinated with all committee members before official publication. Approval of the minutes will be accomplished by the Chair.

10. COMMUNICATION. The XXX Intranet RBC page will be used to publicize RPBAC actions and minutes of all meetings. RPBAC members are responsible for keeping Commanders informed on all actions of the committee, soliciting and providing input on topics to be discussed, and after meetings to convey decisions and/or other pertinent information.

11. RESOURCES. The cost of attending the RPBAC meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for MSC personnel. Where possible, the use of technology (e.g. VTC, NetMeeting, etc) is highly encouraged.

COMMITTEE CHARTER
REGIONAL ACQUISITION STRATEGY BOARD
Division Name

1. NAME OF COMMITTEE. Regional Acquisition Strategy Board (RASB).
2. AUTHORITY. ER 5-1-11 and PMBP PROC6002.
3. DATE ESTABLISHED. Month and year.
4. CATEGORY AND TYPE OF COMMITTEE. The RASB is a continuing, XXD command committee.
5. PURPOSE AND STRUCTURE. The purpose of the RASB is to assess regional acquisition matters and report findings and recommendations to the RMB. These assessments identify division-wide shared needs, facilitate development of overall acquisition strategy plans, and identify opportunities for small businesses. This includes assessing division-wide technical capabilities and competencies needed to meet regional mission requirements and statutory goals. In addition, the RASB is responsible for recommending contracting methods and capabilities to enhance mission execution, better support customers, and other items of concern relative to the acquisition mission of the RBC.
6. BOARD COMPOSITION.

Members: (May be supplemented at Commander's discretion)

Chair	Director, Regional Business Directorate
Vice-Chairs	Director, Programs Directorate/Chief, Regional Contracting Office
Members	Chief, Civil Works Integration Division
	Chief, Military Integration Division,
	Deputy Small Business
	District Deputies for Program and Project Management

Advisors (Non-voting)

Engineering & Construction CoP
Operations CoP
Planning CoP
Real Estate CoP
Office of Counsel CoP
Resource Management CoP
PARC

Administrative Staff

Chief, Business Management Division, Executive Secretary

Chair may invite subject matter and knowledge experts to participate, either in person or virtually. To minimize expenses, briefings should be provided virtually where possible.

7. MISSION, AUTHORITIES, ROLES, AND RESPONSIBILITIES.

a. Mission. The RASB is a strategic business forum that focuses on developing and implementing effective, efficient, and consistent acquisition processes that meet the needs of the Region. The RASB will monitor the Region's acquisition planning processes to ensure acquisition goals are met.

b. Authorities. The RASB functions as an integral part of the RBC and has decision authority to formulate and implement initiatives concerning acquisition planning and execution across the region, except those requiring RMB approval.

c. Roles. The RASB periodically reviews and evaluates the RBC's acquisition management relationships, systems, products, processes, practices, and resources to seek out more effective and efficient methods of operations. The RASB must ensure that customers be considered before decisions are made.

d. Responsibilities.

(1) Identify Region-wide shared needs for the Current Fiscal Year (CFY), CFY+1 and CFY+2.

(2) Develop and recommend the Region's Acquisition Strategy.

(3) Develop and recommend innovative contracting strategies and methods to enhance mission execution.

(4) Promote achievement of small business and competition goals.

(5) Identify and develop business opportunities for the Region.

8. MONITOR PERFORMANCE MEASUREMENT. Acquisition planning efforts will be measured by the following:

- a. Competition and small business goals.
- b. Contract sharing.
- c. Sharing of Best Practices and Lessons Learned.

d. Architectural and Engineering (A/E) service contracting target ranges.

9. DIRECTIONS AND CONTROL. The Commander, division, will exercise overall direction and control of the RASB. The Director, Regional Business Directorate, as Chair of the RASB will direct and control all routine RASB activities.

10. OPERATION AND ADMINISTRATION.

a. Meeting Schedule and Agenda.

(1) The RASB will meet at least semi-annually. Additional meetings, if deemed necessary may be called by the Chair. In consultation with members, the Chair will develop the agenda, schedule the time, and identify the location of each meeting. The Executive Secretary will publish a meeting agenda identifying meeting objectives and topics for each meeting at least two weeks prior to the scheduled date. Read-ahead materials for agenda items will be provided at least seven days in advance.

(2) Any RASB member may request a special meeting. The request must be in writing to the Chair and must address the proposed topics and the urgency that dictates a special meeting.

(3) The Executive Secretary will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead information, handout materials, and record of the meeting. The Executive Secretary will poll the membership for agenda topics, type of presentation (e.g., decision briefing, information briefing, or round table discussion, etc.), method of presentation (e.g., PowerPoint, talking paper, handouts), discussion leader, and time required.

(4) Members are required to attend all meetings. If for extenuating or compelling reasons a member is unable to attend, he/she should coordinate with the Chair prior to the meeting to designate an alternate.

(5) The Chair may invite other staff members to participate in discussion, as needed.

b. Decision. Decisions and / or recommendations required of the RASB should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, RASB deliberations will not be discussed outside the RASB. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes signed-off by the Chair and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate proponent office for action. Recommendations of the RASB will also be documented in

the minutes and sent forward to the RMB and RCC as appropriate for approval. All documentation will be made available to national communities of practice to help in identifying ways to shape the workforce for future needs.

c. Meeting Minutes. The Executive Secretary will record the minutes and publish a record of the meeting. The minutes will include the meeting objectives and topics, significant points discussed all dissenting opinions, recommendations and other actions and tasking, along with the responsible party and a suspense date. The draft minutes will be sent via email to all board members in a timely manner after the meeting. Approval of minutes will be accomplished by the Chair upon consideration of any comments submitted virtually by members.

11. COMMUNICATION. Communications with the RASB will be by written, telephonic, or electronic means and may be directed to the Chairman or through any member to the Chairman.

12. RESOURCES. The cost of attending the RASB meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for division personnel. Where possible, the use of technology (e.g. VTC, NetMeeting, etc.) is highly encouraged.